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EASTERN ILLINOIS UNIVERSITY

FACULTY SENATE

Minutes of January 17, 1978

MEMBERS PRESENT: Abell, Bartling, Carey, Dolton, Hamand, Helwig, Rearden, Rooke, Shuff, Smith, Williams, Wood

MEMBERS ABSENT: Pierson, Weiler, Rang

FACULTY VISITORS: S. Neal, D. Downs

STUDENT VISITORS: K. Kunz, J. Sullivan

The meeting was called to order at 2:00 p.m. in the Martinsville Room.

The minutes of December 6, 1977, were approved as printed.

COMMUNICATIONS

There were communications from various committees and universities.

REPORTS

1. Executive Committee Report - R. Shuff reported that President Marvin will meet with the Faculty Senate on February 21.

Members of the Executive Committee discussed Eastern's fiscal problems with President Marvin. He felt that many financial questions and problems would be worked out by July.

President Marvin has a plan for distributing the merit awards. These funds are entirely discretionary on the part of the President. President Marvin does plan to involve the UPC.

Personnel matters of concern during the last year have been and are being dealt with in a satisfactory manner.

2. Council of Faculty Report - S. Neal reported. In Pringle's Central Office Report the BOG is studying a Kellogg Grant which would be distributed to various campuses over a five year period.

M. Soderberg has offered assistance in a Faculty Development Plan. Pringle urged efforts in this direction.

The Budget and Salary Committee is studying Administrative/Faculty ratios at the five campuses. They are; CSU 5.4, EIU 8.4, GSU 4.3, UNI 4.8 and WIU 7.5. These ratios can be misleading and were not generated by the committee.

The BOG staff distributed the figures to the COF.

The Budget and Salary Committee is reviewing the internal budgets of the five campuses. Also proposed was that administrative salaries for newly hired administrators have limits before the hiring process.

The Professional Relations Committee discussed; 1) the funding procedures for sabbatical and sick leave. These matters are an issue in collective bargaining and the AFT. 2) the committee asked for a motion to study the functions of the COF and a redefining of roles. 3) the committee requested information from Giballa regarding the government impetus in extending retirement. The bill before the U.S. Senate exempts university personnel.

Eastern's COF members request that their budget be removed from the Faculty Senate's and be put in another account.

An ad hoc committee of the COF is studying the System of Systems as part of the End of Growth Report. The Faculty Senate on each campus will be asked to conduct a survey with the help of COF members.

Shuff added that there is a committee to study BOG policy, the Personnel Policies and Procedures, and the new contract.

The BOG is recommending that presidential evaluation in the five BOG schools be evaluated two times a year. The evaluation will be in two phases:

I. Self-evaluation and Critique by Committee by March 1.

II. Faculty Senate and anonymous evaluations by random faculty members.

OLD BUSINESS

Hamand moved and Abell seconded the motion to send a cover letter, the Senate's response, and the Administrative Reorganization's report to President Marvin. The motion passed unanimously.

Williams moved and Abell seconded to publish with the minutes the Senate response (Appendix A) and Committee report (Appendix B). The motion passed unanimously.

NEW BUSINESS

Hamand asked why the library was closed last weekend (January 14 and 15) considering the student and faculty populations on campus. The question was referred to the Senate members who are on the library staff.

The meeting adjourned at 3:00 p.m.

The next Faculty Senate meeting is scheduled for January 24, 1978 at 2:00 p.m. in the University Union Martinsville Room.

Carol Helwig
Faculty Senate Secretary

APPENDIX A

The Faculty Senate Observations Relative to the Proposals on Administrative Reorganization

The Senate commends you for the manner in which you presented your proposals to the campus for consideration and the manner in which you made yourself available to councils and committees for discussion of the proposals. It is in the same spirit of open discussion that the following endorsements and concerns are expressed.

ENDORSEMENTS

1. Your plan to reorganize the areas of Administration and Finance at the Vice Presidential level.
2. Your plan to provide an emphasis on academic development with its implications for institutional renewal.
3. Your plan to rejuvenate our summer school.
4. Your plan to make research an all university concern and to make institutional research serve the total university.
5. Your desire to make graduate programs more productive.
6. Your desire to align administrative positions in a more functional way.

CONCERNS

1. A necessary prerequisite for implementing such a plan is a reliable estimate of costs which can give some indication of relation of costs to benefits.
2. Creation of additional administrative positions in a university which is in a state of non-growth needs the strongest rationale.
3. New or redefined positions must have job descriptions before being instituted.
4. In the same manner, description of functions are needed where existing units are changed. This includes units which are split or which are combined.
5. Where new positions are created or where current personnel is shifted, that a search for the most competent persons be properly instituted.

Recognizing that you have received most written material and oral communications from a wide variety of sources, the Faculty Senate invites you to discuss the distillate of the process at your earliest convenient date.

APPENDIX B

REPORT OF THE UNIVERSITY COMMITTEE ON ADMINISTRATIVE REORGANIZATION
TO THE EASTERN ILLINOIS UNIVERSITY FACULTY SENATE

A committee was appointed by the Faculty Senate to deal with the problem of administrative reorganization. On October 24, 1977 a package of proposals on administrative reorganization was received from the President's Office. The initial charge of this committee was to examine and react to those proposals. The content of this report is limited to those specific proposals.

The University Committee on Administrative Reorganization had its organizational meeting on Tuesday, November 1, 1977. At that time, four subcommittees were formed to examine the following portions of the President's proposals.

- (A) The Vice-President of Student Affairs
Bryden, Sardella, Williams
- (B) The Vice-President for Administration and Finance
Holley, Rooke, Smitley
- (C) The Vice-President of Academic Affairs (Graduate School)
Hamand, Ridgeway, Smith
- (D) The Vice-President of Academic Affairs (Dean of Academic Development)
Carey, Elder, Lasky

The committee completed work on the content of this report on Thursday, December 1, 1977.

GENERAL STATEMENT

An examination of these proposals indicates that the reorganization plan is consistent with the goals of the President as outlined by the document of July 11, 1977. Furthermore, the committee endorses the proposals of the President to the extent that the concepts involved provide for necessary changes. There is need for the coordination of both a remedial and an honors program, a renewed emphasis on summer school is needed, an examination of the role of non-traditional education is in order, decreasing graduate enrollments call for changes in that area, and a realignment of the financial structure of the university is overdue. There seems to be little disagreement about the need for change in certain areas.

However, there are some real concerns of the committee involving the package as presented. Some of these are listed below and are expanded upon throughout the report. It is recommended that before any such reorganization plan is submitted to the Board of Governors, that careful consideration be given to the overall effects in terms of cost, efficiency, growth of administrative structure, and faculty morale. Although it is unreasonable to expect that all details of a reorganization plan be included in such a set of proposals, the committee feels that enough should have been included to insure that this does not become a process of reshuffling.

SUMMARY OF MAIN CONCERNS

1. No reliable estimate of the cost of implementing such a plan has been given. First year costs may be quite high.
2. No job descriptions exist for the new or redefined positions.
3. Although in some cases, the role of an existing unit is to be changed, no description of that new role has been given.
4. Some administrative units which now exist are to be split, however, the details are not included in these proposals. The committee is uncertain as to how this will be accomplished and what resources will be needed.
5. The proposal calls for the creation of additional administrative positions during a period when it is expected that the number of faculty and students remain constant or decline.
6. There is some question concerning the policy changes which seem to be inherent with the proposals. What is the emphasis on non-traditional education to be? To what extent will this University become involved in a program of remediation? Will a well-defined remedial program lead to the admission of more poorly qualified students? Will there be a change in the role of traditional graduate programs?
7. It is a concern of the committee that should new positions be created and/or should there be a change of personnel in already existing positions, the selection of individuals to fill the positions follow previously defined policy. Appropriate search committees should be selected in those cases where this is the usual procedure - there is some question concerning the use of the University Personnel Committee and the Executive Committee of the Faculty Senate for this purpose.

I. THE VICE-PRESIDENT FOR ADMINISTRATION AND FINANCE

In general, the committee endorses the President's plan for the reorganization of this portion of the University administration. There are some specific recommendations.

1. The Treasurer and the Comptroller should be equal in status, each reporting directly to the Vice-President.
2. The Treasurer should not be cited as the chief financial officer of the University, instead, this should be the VPAF.
3. The Internal Auditor should report directly to the President.
4. Concerning the Director of Personnel and Employee Relations, a specific job description should be developed and carefully evaluated.

The following seven distinctions between the functions of the Treasurer and Comptroller should be noted.

<u>Controllership</u>	<u>Treasurership</u>
1. Planning for control	Provision of capital
2. Reporting and interpreting	Investor relations
3. Evaluating and consulting	Short-term financing
4. Tax administration	Banking and custody
5. Government reporting	Credits and collections
6. Protection of assets	Investments
7. Economic appraisal	Insurance

The subcommittee dealing with this aspect of the President's proposal raised the question of costs for implementing this segment of the plan. The following is a statement from their report.

The first year at least would involve a cost for an additional half-time Vice-President (\$20,000), as well as a full-time Treasurer (\$25,000) and a Director of Personnel (\$30,000) amounting to a total of \$75,000. Future costs would be reduced due to fewer people at these levels (V/Ps) and would amount to around \$20,000 per year.

Ultimately, a decision must be made as to whether or not the benefits of this segment outweigh the costs.

II. THE VICE-PRESIDENT FOR STUDENT AFFAIRS

The following recommendations are made concerning the President's proposal for the reorganization of this unit.

1. The Dean of Student Academic Services and all functions under him should remain under the Vice-President for Academic Affairs. At Eastern, this alignment has proven to be the most effective. It is recommended that the office of Admissions and High School Relations be placed under the jurisdiction of this Dean in order to allow for a cooperative effort in the recruitment process involving both high school and community college students.
2. It is the general belief that any unit responsible for the granting of academic credit must be under the control of the Vice-President for Academic Affairs.
3. It appears as though the proposal would turn the academic advisement center into a unit which would duplicate to a great extent the services presently provided by the Counseling Center. Until a more careful analysis of this part of the proposal is made, it is recommended that the advisement center remain under the Dean of Student Academic Services and that Testing and Counseling remain as a unit under the Vice-President for Student Affairs.

The placement of separate academic support units in the administrative sphere of a single individual is neither a necessary nor a sufficient condition to assure proper coordination of programs. In some cases, this may result in a greater degree of efficiency when examined on a unit by unit basis, but when viewed globally the division of presently existing units may create a less efficient operation. Would it not be better to

modify the proposal to the extent that Testing and Counseling, Career Planning and Placement, Advisement, along with representatives from certain academic departments be asked to design a cooperative program under the direction of the Dean of Academic Development, while still performing their current duties? This program could then be reassessed in terms of its effectiveness and necessary modifications could be made in the future. Such a plan would have less initial impact on currently existing programs. In addition, it would require less in terms of administrative details of the Dean of Academic Development allowing for more time to be devoted to innovative programs.

III. THE VICE-PRESIDENT FOR ACADEMIC AFFAIRS

1. It is recommended that the Vice-President for Academic Affairs be given a title of Provost or some other appropriate title to indicate that he become acting president in the absence of the President.
2. The Director of Library Services should report directly to the Vice-President.
3. The Dean of Graduate Studies should be responsible for graduate programs and recruitment. Because of the large number of graduate students enrolling in the summer session, the Director of Summer School could work effectively in that office.
4. It is felt that the graduate areas have little in common with non-traditional education beyond the possibility of similar age grouping of students and the educational discontinuity of some enrollees in both programs. The proposal would assign the non-traditional areas to the Graduate Studies Unit and would dilute the energies of the Dean of Graduate Studies so that the present graduate program may suffer further. It is recommended that some consolidation of areas in non-traditional education be initiated.
5. As was noted earlier, the Dean of Student Academic Services should remain under the Vice-President for Academic Affairs, as well as those units described as part of his function.
6. Some flexibility should remain so as to provide the new Vice-President the opportunity to have input into this area of reorganization. Consequently, the committee has left some matters in this area unresolved. For example, in many universities comparable to Eastern, audio-visual is found as a part of the library services. This may be a logical change in the future. Similarly, the non-traditional education units are linked together under the Dean of Academic Development, another possible area for rearrangement.
7. It is recommended that the Vice-President for Academic Affairs give early attention to the matter or reorganization of the academic areas with the possibility of consolidation of both some of the non-traditional areas and also some of the existing traditional areas.

RESOURCES

The committee received written communications from several faculty and staff members, gathered information from discussions with the President, and engaged in verbal communication with many additional individuals. This report is an attempt to give the Faculty Senate a summary of attitudes and opinions concerning the reorganization proposals. All reports and written communications are available for the inspection of any individual.